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AUDITOR-CONTROLLER

**COUNTY OF LOS ANGELES  
DEPARTMENT OF AUDITOR-CONTROLLER**

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January 13, 2005

TO: Supervisor Gloria Molina, Chair  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

FROM: J. Tyler McCauley   
Auditor-Controller

SUBJECT: **FLORENCE CRITTENTON CENTER FOSTER FAMILY AGENCY  
CONTRACT REVIEW**

We have completed a contract compliance review of Florence Crittenton Center Foster Family Agency (Florence Crittenton or Agency), a Foster Family Agency service provider. The review was conducted as part of the Auditor-Controller's Centralized Contract Monitoring Pilot Project.

**Background**

The Department of Children and Family Services (DCFS) contracts with Florence Crittenton, a private, non-profit, community-based organization to recruit, train, and certify foster care parents for the supervision of children placed in foster care by DCFS. Once the Agency places a child, it is required to monitor the placement until the child is discharged from the program.

Florence Crittenton is required to hire qualified social workers to provide case management and act as a liaison between DCFS and foster parents. Florence Crittenton oversees a total of 31 certified foster homes in which 45 DCFS children are placed. Florence Crittenton is located in the Fifth District.

DCFS pays Florence Crittenton a negotiated monthly rate, per child placement, established by the California Department of Social Services (CDSS) Funding and Rate Bureau. Based on the child's age, Florence Crittenton receives between \$1,589 and \$1,865 per month, per child. Out of these amounts, the Agency pays the foster parents

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between \$624 and \$790 per month, per child. For Fiscal Year 2003-04, DCFS paid Florence Crittenton approximately \$955,000.

### **Purpose/Methodology**

The purpose of the review was to determine whether Florence Crittenton was providing the services outlined in their Program Statement and County contract. We also evaluated Florence Crittenton's ability to achieve planned staffing levels. Our monitoring visit included verifying whether Florence Crittenton received the appropriate reimbursement rate for each child and whether the certified foster parents received their portion of the reimbursement rate in a timely manner. We reviewed certified foster parents' files, children's case files, personnel files, and interviewed Florence Crittenton's staff, the children, and the foster parents. We also visited a sample of certified foster homes to complete a home inspection.

### **Results of Review**

Generally, Florence Crittenton provided the services outlined in its County contract. The foster parents stated that the services they receive from Florence Crittenton met their expectations and the children indicated that they enjoy living with their foster parents. Florence Crittenton also maintained the appropriate staffing levels and their case loads did not exceed the maximum allowed by CDSS Title 22. Additionally, Florence Crittenton paid the foster parents the appropriate monthly payments in a timely manner.

The Agency did not fully complete the Needs and Service Plans and Quarterly Progress Reports for seven children in accordance with the County contract. For example, the Needs and Services Plans for all seven children did not identify their short and long term goals. In addition, the Needs and Service Plans for five of the seven children had not been reviewed and approved by the DCFS social workers. Also, the Quarterly Reports for the seven children did not include comments about the children's progress toward their goals.

The details of our review, along with recommendation for corrective action, are attached.

### **Review of Report**

On December 16, 2004, we discussed our report with Florence Crittenton who agreed with the findings. In their attached response, Florence Crittenton management indicates the actions the agency has taken to implement the recommendations contained in the report. We also notified DCFS of the results of our review.

We thank Florence Crittenton for their cooperation and assistance during this review. Please call me if you have any questions, or your staff may contact Don Chadwick at (626) 293-1102.

JTM:MMO:DC

Attachment

c: David E. Janssen, Chief Administrative Officer  
Department of Children and Family Services  
Dr. David Sanders, Director  
Angela Carter, Deputy Director  
Paul Freedlund, Deputy Director  
Ed Sosa, Division Chief Quality Assurance  
Paula White, Director, Florence Crittenton Center Foster Family Agency  
Colleen Anderson, Community Care Licensing  
Violet Varona-Lukens, Executive Officer  
Public Information Office  
Audit Committee

**CENTRALIZED CONTRACT MONITORING PILOT PROJECT  
FOSTER FAMILY AGENCY PROGRAM  
FISCAL YEAR 2004-2005  
FLORENCE CRITTENTON CENTER FOSTER FAMILY AGENCY**

**PROGRAM SERVICES**

**Objective**

To determine whether Florence Crittenton Center Foster Family Agency (Florence Crittenton or Agency) provided program services in accordance with their County contract and California Department of Social Services (CDSS) Title 22 Regulations.

**Verification**

We visited four of the 30 Los Angeles County certified foster homes that Florence Crittenton billed DCFS for in May and June 2004. In addition, we interviewed six foster parents and seven children placed in the four homes. We also reviewed the documentation in their case files and the Agency's monitoring activity.

**Results**

In general, Florence Crittenton provided the services required by its County contract. The foster homes were clean, neat, and in compliance with the County contract and Title 22 requirements. The Agency ensured foster parents provided transportation to the children for family visits, gave placed children opportunities for social and cultural growth, and the children reported being happy in their placements.

In addition, the children's case files indicated that Florence Crittenton's social workers made the required amount of visits to the foster homes. The social workers also maintained frequent contact with the children's DCFS social workers, usually exceeding the once-per-month requirement. The foster parents reported that the Agency social workers were available and willing to help the foster parents when necessary.

However, Florence Crittenton did not complete the children's Needs and Services Plans and Quarterly Progress Reports in accordance with the County contract. Specifically:

- The Needs and Services Plans for the seven cases reviewed did not contain short and long term goals for the children as required by the County contract and Title 22 regulations.
- The Needs and Services Plans for five of seven children did not clearly define the children's needs and the treatment goals were not specific, time-limited or measurable as required by the County contract and Title 22 regulations.

- The Needs and Services Plans for five of seven children did not contain written approval by the DCFS social worker as required by the County contract.
- The Quarterly Progress Reports prepared by Florence Crittenton for the seven children did not include required reassessments, progress made toward short-term objectives and long-term goals, and required modifications to the treatment plans as required by the County contract and Title 22 regulations.

To ensure compliance with the County contract, Florence Crittenton needs to ensure that children's Needs and Services Plans and Quarterly Progress Reports to the DCFS social worker contain all the information required by the County contract and Title 22. In addition, Florence Crittenton needs to ensure that the DCFS social worker gives written approval of children's initial Needs and Services Plans and any modifications prior to implementing the plans.

### **Recommendation**

1. **Florence Crittenton management ensure that Needs and Services Plans and Quarterly Progress Reports are complete and include the appropriate approvals required by the County contract.**

### **CLIENT VERIFICATION**

#### **Objective**

To determine whether the program participants actually received the services that Florence Crittenton billed DCFS.

#### **Verification**

We interviewed five children placed in four certified foster homes and six foster parents to confirm the services Florence Crittenton billed to DCFS.

#### **Results**

The program participants interviewed stated that the services they received from Florence Crittenton met their expectations and their assigned social workers visited them regularly. Foster parents also reported that they enjoyed the continuing education provided by Florence Crittenton.

### **Recommendations**

**There are no recommendations for this section.**

**STAFFING/CASELOAD LEVELS****Objective**

Determine whether Florence Crittenton's social workers' case loads do not exceed 15 placements and whether the supervising social worker does not supervise more than six social workers, as required by the County contract and CDSS Title 22 regulations.

**Verification**

We interviewed Florence Crittenton's supervising social worker and three of four social workers. Case load statistics and payroll records for May and June 2004 were also reviewed.

**Results**

The social workers' case loads did not exceed 15 placements and the supervising social worker did not supervise more than six social workers during May and June 2004.

**Recommendations**

**There are no recommendations for this section.**

**STAFFING QUALIFICATIONS****Objective**

Determine whether Florence Crittenton's staff meets the education and work experience qualifications required by their County contract and CDSS Title 22 regulations. In addition, determine whether Florence Crittenton conducted hiring clearances prior to hiring their staff and provided ongoing training to staff.

**Verification**

We interviewed Florence Crittenton's executive director, supervising social worker, and three of four social workers. In addition, we reviewed each staff's personnel file for documentation to confirm their education and work experience qualifications, hiring clearances, and ongoing training.

**Results**

Florence Crittenton's executive director, supervising social worker, and social workers possess the required education (college degrees) and work experience required by the County contract and Title 22 regulations. In addition, Florence Crittenton appropriately conducted hiring clearances for staff assigned to the County contract.

**Recommendations**

There are no recommendations for this section.


## Florence Crittenton Center Foster Family Agency

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Website: [www.florencecrittenton.com](http://www.florencecrittenton.com)

December 22, 2004

TO: Supervisor Gloria Molina, Chair  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

FROM: Paula White   
FFA Program Director

RE: FLORENCE CRITTENTON CENTER FOSTER FAMILY AGENCY  
CONTRACT REVIEW

In response to the Florence Crittenton Center Foster Family Agency contract review conducted by the County of Los Angeles Department of Auditor Controller, Florence Crittenton Center Foster Family Agency is in agreement with and will implement the recommendation of the contract review as follows:

### Needs and Services Plans

1. Effective immediately, Needs and Services Plans will include short and long term goals which are clearly defined, specific, time limited or measurable. The plans will also contain timely reassessments and modifications as appropriate.
2. Effective immediately, Needs and Services Plans will contain the DCFS social worker's written approval prior to implementation and all efforts to obtain CSW's signatures will be documented by FFA staff.

### Quarterly Reports

3. Effective immediately, Quarterly Reports will contain progress toward short and long term goals and appropriate reassessments and required modifications as indicated.

The Agency will conduct a training to insure that social workers are informed of the additional contract requirements for inclusion in the Needs and Services Plans and Quarterly Reports.